Disclaimer: The information contained in this document is provided for information only and does not constitute advice. Neither the consultant nor People In Aid accepts any responsibility for how you use the information and strongly recommends seeking suitable (legal) advice before implementing employment policy, as there may be specific legal implications in the countries in which you operate.
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Foreword by People In Aid

Performance management and development is, perhaps, the one truly cross-cutting area of people management that interweaves the various policies and practices used by an organisation with delivery of the organisation’s goals. On one level it can focus on trying to measure and quantify contribution and development needs, on another it is the articulation of the less tangible but arguably more impactful area of the quality of the relationship and resulting conversations between individuals and their manager(s) and the impact that this has on individual, team and organisational performance.

Unlike other areas of people management, performance management is not enshrined in employment law or other external compliance frameworks. Doing it well requires real skill and commitment to step back and reflect on how we are doing and what development support we might need. Therefore, it can all too easily get lost in the day to day activities of “doing what we do”. Increasingly, however, employers are finding that their staff are demanding more and better individual management and professional development as part of the employment deal. Those that succeed in providing it can clearly differentiate their employment offer and in return will reap the benefits of higher performance, from an engaged and motivated work force.

People In Aid

Introduction to the Policy Guides

Since its inception, People In Aid has been bringing together agencies working in the aid and development sector, to enhance the impact they make through better management and support of staff and volunteers.

This document is part of a People In Aid initiative, the ‘Policy Guidelines’, whereby agencies share their knowledge and experience of a particular issue in order to increase the quality of people management generally within the sector. It forms part of a bank of reference material on a range of people management themes. The material is categorised in three levels:

- Resource Sheets – one or two pages of references and sources of information
- Information Notes – slightly more detailed overview of a specific area of interest
- Policy Guidelines – more detailed documents offering guidelines on policy development

For those agencies which have no established policy we hope this document both prompts and assists you. For those agencies which already have a policy, perhaps the document will encourage a re-think in one or two areas, or a complete revision.

The following notes are not intended to give you an ‘off the shelf’ policy which you can immediately use within your own organisation. They do, however, offer you the thinking and experiences of other agencies in our sector and prompt you to assess how your own organisation, with its unique mission, values and resources, can best respond to your organisational and staff needs in this important policy area.

The People In Aid Code of Good Practice suggests that human resource policies benefit the organisation most when staff have been involved in their creation and are briefed on their use. In addition, effective policies require managers to implement them and monitor their effects.
We hope to be continually updating our policy guide documents. This relies on new knowledge and experience being relayed to us by you. Please e-mail us on info@peopleinaid.org with your contributions and comments.

Acknowledgements

This document has benefited from the policies, suggestions or thinking of Concern Worldwide, HelpAge International, Mango, Medair, Oxfam Australia, Plan International, SNV, War Child, ZOA and other contributors from the Emergency Personnel Network (EPN). People In Aid would like to thank them for their input.

Performance Management: Introduction

This guide offers guidelines to those responsible for developing a performance management policy. It aims to provide a brief introduction to the subject of performance management and development and offers learning from others’ experience in this area from inside and outside the INGO sector. Information is included on the core elements of a performance management and development policy along with some suggestions on the types of guidance and support that you might wish to consider providing outside the policy document itself and key tools for delivery of good performance management. Finally, we offer an example performance management policy which draws on the policies and experience of the organisations who have contributed to the development of this guide.

Link to People In Aid Code Principles and Indicators

Performance management is the thread that connects the various elements of business activity, people management framework and working practices of an organisation. As a truly cross cutting area it touches on almost all the People In Aid principles except, perhaps, principles 5 and 7 which focus discretely on recruitment and selection and health, safety and security respectively.

For a performance management policy to work both as a framework for measurement and as a more fundamental way of working which fosters high performance rooted in trust based relationships it must:

• help demonstrate how the organisational strategy values people and their contribution and provide the line of sight between individual activity and strategic impact – People In Aid principle one
• be transparent, fair and consistently applied – People In Aid principle two
• support a people management approach using the agreed performance management process so that all staff have access to the benefits that this can offer – People In Aid principle three
• offer staff appropriate consultation and involvement in the development of the performance management framework – People In Aid principle four
• provide all staff with the opportunity of adequate training in the skills required to develop productive performance management relationships – People In Aid principle six
What is performance management?

The term performance management can mean different things to different people. For some it may be about appraisals and performance ratings, for others it is connected with learning and development or setting objectives to gain clarity around what is expected, whilst for others it may be about the on-going dialogue between their manager and themselves which underpins, guides and supports the work they do. For some, it may have less positive connotations and be associated with difficult conversations about under performance.

The CIPD, quoting Armstrong and Baron, describes performance management as: ‘a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved’.

(CIPD Performance management: an overview, Factsheet, Feb 2007)

Performance management is both strategic in that it helps employees relate what they do to broader issues and longer term organisational goals. It is also an integrated activity which, if working well, weaves together the various elements of the business, people management activity and the range of activities of individuals and groups within an organisation.

The nature of any performance management approach will be a function of its organisational context and will reflect the culture and values, focus, style of working and communications systems, along with the human resources policies and approach of the particular organisation. As such the way that organisations choose to construct their performance management strategy and framework will vary to reflect their needs. However, Armstrong and Baron argue that all effective performance management systems should include three basic elements:

- **Performance improvement** - throughout the organisation, for individual, team and organisational effectiveness
- **Development** - unless there is continuous development of individuals and teams, performance will not improve
- **Managing behaviour** - ensuring that individuals are encouraged to behave in a way that allows and fosters better and more effective working relationships.

A performance management framework provides an important tool to help managers manage effectively by enabling their staff to:

- know what is expected of them
- deliver what is expected (i.e. have the resources, skills and capability)
- receive appropriate support to meet the expectations on them through feedback and professional development
- contribute to setting team and individual expectations (e.g. via objectives)

But performance management is not simply about setting and reviewing staff objectives. It is a two way process of communication which in turn enables managers to develop awareness of how their behaviour impacts on their staff and team and individual performance. Research by the Hay Group into motivation and performance has demonstrated that 70% of the climate of a workplace is directly attributable to the actions and behaviours of the leader and that 25-30% of performance levels can be traced back to the climate of the working environment.
At its best, then, performance management is a critical ingredient in the mix that makes organisations work well. It is about fostering a culture in which groups and individuals take ownership for the on-going development of themselves and improvements in their contribution and the way that work is carried out. It is also about developing shared expectations in order to deliver to clear goals. To achieve this requires effective inter-relationships and performance management is therefore a joint process which focuses on developing productive working relationships between managers and their staff within and across work groups that enable quality conversations about performance. It is a continuous process that involves planning what is to be done, doing it, then reviewing and measuring the output.

**The cornerstones of a performance management framework**

Terminology can vary from one organisation to another; however there are four key concepts which underpin most performance management and development frameworks:

**Planning**
This often takes the form of individual or team objective setting, regularly updating job descriptions, or other similar activity, to establish clarity on what is expected over the forthcoming work period and to provide a clear line of sight between the organisation’s goals through the departmental, programme, team aims to the work of each individual. This is a joint activity between the manager and employee/team.

**Development**
This typically involves identification of what support and development an individual needs in order to deliver their objectives and the creation of a plan to meet these needs. It might include learning and training needs, access to resources, what specific support the manager can commit to provide to enable success e.g. coaching.

Development conversations often focus on two distinct elements. First, what development support is needed to do the current job better, and secondly, longer term career aspirations to identify what support and development might be offered to help individuals prepare for their next career move.

**Review**
This activity often takes the form of a formal review or appraisal meeting and typically takes place at least once a year, and in many organisations twice or more. It provides an opportunity to look back over the work period and reflect on what went well and what could have gone better or been done differently in order to distil learning to take into the next period of work. Some organisations rate performance on a success scale to help establish an overall sense of how well individuals, teams and the organisation as a whole are doing. Some link this to the annual pay award through one of a variety of performance and/or contribution related pay methods.

**On-going performance management support**
This, less formal element of the process, is arguably the most impactful in terms of nurturing a culture of high performance. It often takes the form of regular 1:1/supervisions/bi-lateral conversations arranged at intervals which best suit the needs and preferred working style of the staff member and provides an opportunity to discuss work in progress, offer feedback and check that all is well more widely.
Some people argue that every interaction between an individual and their manager is an element of performance management. Effective managers tailor their support and contact to the situation and development needs of the staff member. For example regular supervision and guidance of day to day activities may be welcome from a new rookie who is just learning the ropes, but could come across as distrusting micro-management to a seasoned professional who is used to working independently and using their judgement on when to seek support.

Developing your approach to performance management

Learning from others’ experience
In 2005 People In Aid and RedR commissioned a piece of research into performance management practice within the International NGO sector. The resulting report from MDF training and consultancy, “A study into performance management of International NGOs” details the approaches of a wide number of agencies to performance management and some of the issues that they grappled with as they developed their methodologies.

In particular they identified two cross cutting issues: first, the choice between a standardised system and a system that is more adaptable to local situations; second, the question of equity, or the different treatment of national and expatriate staff. In developing their performance management methodologies the research highlighted the following range of approaches across the sector:

- Some organisations want a more standardised system (SNV) whilst others preferred to offer greater flexibility for local adaptation (Concern Worldwide)
- Some organisations, like Tearfund, put a lot of effort into testing the designed system in the field as part of the process of getting the system locally accepted.
- ZOA enabled and encouraged local HRM-departments to make their adaptations to a standardised global framework
- At Save the Children local adaptations are made in a workshop setting at which someone from the organisation familiar with implementing these processes and local line-managers was present to offer advice and guidance.
- Plan undertook an extensive review of their performance management system, including staff questionnaires to identify barriers and opportunities which resulted in ‘guidelines’ for their new system

The report offers the following suggestions for those developing or reviewing a performance management system:

- involve line managers in the development of a performance management system to ensure it meets their needs and is workable for them;
- consider local differences in culture and accepted behaviour norms and in the expectations of staff which might impact on how your performance management system should look

The full report is available from People In Aid at http://www.peopleinaid.org/pool/files/publications/performance-management.doc

Establishing a performance management philosophy

Organisational values
In order to design an approach that is fit for purpose it is important first to identify and understand what your performance management system is there to do and how it will
do it. We have already identified the role of performance management in supporting a culture of organisational impact through continuous improvement, development and delivery. However, the question remains, what does performance mean within each organisational context and how will we know it when we see it?

One way to begin answering this question is to think not just about the purpose of the organisation and the activities that it engages in to discharge that purpose, but also its ethos and values. Understanding and articulating a clear set of core values to which everyone in the organisation can relate and aspire and which sum up the essence of “who we are and what we do” is a good starting point to help articulate what effective and/or high performance looks like. All strategies, plans, activities, policies and ways of working and behaving can then be traced back to the organisation’s values and a direct link made with how those values are being lived in practice.

Many organisations have found it useful to use values as a starting point for developing their performance management framework and a reference point going forward, even if this means undertaking a specific exercise to determine and articulate a core set of values if these do not already exist. This can be a very productive exercise in its own right to engage staff in the debate around vision and purpose of the organisation particularly if a highly participative approach is taken to the task.

Performance Management Principles

It is also important to develop and articulate a set of underpinning principles for your performance management framework that provide the link back to the higher organisational values. These will help guide the design process and enable staff to make the connection between values, activities and ways of working (i.e. how are we living our values internally?) They also help develop clarity on how performance management is undertaken to ensure it best supports delivery of the organisation’s work.

Example principles might include some or all of the following:

- The performance management process should be available to all staff as far as practicable
- Our approach should be flexible so that interactions can be structured to meet individual needs within a framework of compulsory requirements
- Our approach to performance management should enable a consistent and balanced focus on helping individuals to perform better and realise their potential
- To be successful performance and development activities must not be labour intensive. We aspire to a system that is fit for purpose yet not overly bureaucratic
- The Senior Management Team must lead by example
- Interactions should be authentic and honest and problems should be addressed as soon as they arise

Framework design

The following checklist is offered to assist in the design/review of your performance management framework.

What do we mean by the Performance Management Process?

- A clear definition of the organisation’s interpretation of performance management and what it aims to achieve through its use
Performance and Development Principles
• See above. Principles can cover a range of areas including the nature of the process, the nature of the dialogue and content of different meetings,

Mandatory vs voluntary activities
• What elements are considered mandatory and which are voluntary? For example annual appraisals, development conversations and planning and objective setting or updating job descriptions may be mandatory. The regularity of more informal 1:1 meetings or coaching of staff by managers for example, may be more structured around individual need.
• Equally, how prescriptive do you wish to be about timetable? Will everyone do their annual reviews at the same time tied to other organisation business process schedules, or will it be a more individual process which coincides with the anniversary of appointment?
• If one of your principles is that performance management applies to all staff, is there a way of simplifying the process to ensure that short term contract holders can be included? For example a simplified objective setting and review process as part of induction and debrief at the beginning and end of the contract.
• Will it be useful to have a rating system included in appraisals or might this become a distraction?

Level of flexibility
• Do you want to introduce the same process for all staff? This may be useful if you are trying to change or embed elements of organisational culture or ways of working across the whole organisation
• Alternatively, it might be more appropriate to take a minimum standards approach that allows for local flexibility in response to cultural difference and/or ways of working

Building Capacity
• Any performance management policy is only as good as the people who are implementing it. What capacity building do you need to put in place to support the introduction of the system and then to ensure that managers and staff are supported on an on-going basis, to give them the confidence to make it work well.

Rolls Royce vs Morris Minor
• If you are introducing a performance management system from scratch how sophisticated do you need it to be initially and how will you ensure that it evolves to remain relevant and add value to the organisation as the confidence and capability of your managers and staff increase?
• It may be that simply getting everyone doing some basic planning, reviewing and development activities is sufficient as a first step. Once this is embedded the focus can shift to the quality of the conversations and the level of sophistication that you might want to introduce into the feedback and learning loop such as 360 degree appraisal for example. If you try to make things too complex in the beginning then you run the risk of daunting everyone before you start.

Dealing with poor performance
• What mechanisms will you include to help identify and tackle under performance?
• What formal processes, if any, would it be useful to introduce to deal with severe underperformance or is your disciplinary process sufficient?
Getting buy-in to the concept

One of the most effective ways to engage managers and staff is to include them in the design of your performance management framework to demonstrate that this is something for all staff, not just an HR process. Staff surveys, focus groups, workshops and performance management project development teams have all proved great ways of engaging staff and eliciting ideas and input, and developing ownership during the design phase. After all, one of the most valued aspects of the management relationship is clarity, constructive feedback and opportunities for professional development.

Performance management tools

“Performance management is a process, not an event. It operates as a continuous cycle.” CIPD

Because performance management is an all pervasive, on-going set of activities it needs a range of support tools to help managers and staff make the most of it.

Performance standards

Whether you choose to use objectives, KPIs, up to date job descriptions an agreed approach to setting performance standards and expectations and to align programme, team and individual contribution with organisational goals is critical to creating the clarity required to help staff prioritise and target activity for greatest impact.

Reviews (performance and development)

Some organisations choose to have separate performance and development review meetings whilst others combine them into one. Either way, they are distinct from old style top-down appraisals which were often used by organisations that did not take a more holistic performance management framework approach. Reviews are an opportunity to reflect and learn from experience in a constructive way and to plan and agree the development that will support continuous improvement in the next work period.

Development activity (learning and development)

If we consider performance management and development as a continuous cycle as described above by the CIPD then one of the main tools to support growth and deliver high performance is development activity. This can be planned and delivered at the organisation, team or individual level depending on need. Individual performance development plans provide the bottom-up element of organisational learning and development planning. The increasing emphasis on talent management is also resulting in a renewed focus on this critical element of performance management to help identify, foster and retain talent.

Coaching

Coaching as a means of developing individuals has received increasing attention in recent years. The role of the line manager as coach is seen as increasingly important both during the performance development planning process and review of performance, and on an on-going basis throughout the year. Training and support to help managers feel confident to fulfil this role is therefore important.
360 degree appraisal

360 degree appraisal has become increasingly prevalent in leadership and management development activity. Based on collecting feedback from a variety of sources including superiors, peers and subordinates to help develop self awareness and identify development needs. This can sometimes be a cumbersome process so if often restricted to managers, however, with the increasing availability of online tools it is an option that is being considered more widely by some organisations.

Competencies

Many organisations use competencies frameworks to articulate the behaviours that are valued by the organisation and which are required for success. These often focus on managerial behaviours and core competencies which all staff are expected to exhibit. They link directly to the organisations values and demonstrate how those values look in practice and they provide an objective language for managers and their staff to discuss effective and less effective behaviours during reviews and regular performance management discussions.

Measurement

Effective ways of measuring performance are needed if impact and improvement are to be demonstrated at the individual, team and organisational level. The trick is to make sure that the right things get measured and the right number of things, and this can be different for different groups of staff. For example for some jobs achieving performance objectives is the clear and obvious measure, for others it might be levels of competency and competence and for others again it could be achieving quantifiable outputs. Approaches involve hard measures in the form of a ‘balanced scorecard’, customer satisfaction and employee satisfaction measures, social and economic impact measures and traditional financial measures. At the individual level the measures of success are likely to be a combination of quantitative and qualitative elements over which the individual has control.

Pay

Many organisations, particularly in the corporate sector, but also in the public and third sector, link performance with pay. The UK third sector has seen an increasing trend in this area particularly for senior managers. Such organisations advocate the motivational benefits making this connection. Indeed, staff regularly complain in staff surveys and focus groups that it can be de-motivating to receive the same pay increase as other staff that they consider to be underperforming or performing at a lower level than themselves.

However, other organisations, amongst them a considerable number of INGOS have chosen not to link pay to performance across the board, believing that it can be divisive and does not reflect their organisational values. Given the collaborative nature of much of the work that is undertaken in the sector, isolating individual performance or contribution in order to reward it can be difficult. In addition, opponents of performance related pay argue that it can inhibit a genuine, free and open exchange of feedback and reflections at the review meeting if staff believe that their pay rise is connect to it.

Policy implementation

The way in which you implement and publicise your policy will depend on the culture and communication norms of your organisation. We have therefore not attempted to offer a “one size fits all” good practice implementation guide, suffice to say that clear
communication and the opportunity to ask questions or involve staff in a discussion around the subject of performance management, both during the policy development stage and at the point of implementation, is key to fostering understanding and helping colleagues see the benefits of its application within their operational context. Equally, appropriate, targeted training and on-going support to help develop the confidence and skill required to have quality performance management and development conversations will be critical.

Further Reading and Resources

Organisations

The following organisations may provide further helpful information performance management:

ACAS
Acas the UK arbitration and conciliation service. It “aims to improve organisation and working life through better employment relations.”
Brandon House, 180 Borough High Street, London, SE1 1LW. UK
Tel: + 44 (0)20 7210 3613
http://www.acas.org.uk/

Chartered Institute of Personnel and Development
CIPD House, Camp Road, London SW19 4UX
Telephone: + 44 (0)20 8971 9000
Website: www.cipd.co.uk

The Department of Trade and Industry
http://www.dti.gov.uk/employment/workandfamilies/index.html


Books and articles


CIPD. Performance management: an overview, Factsheet, Feb 2007
Appendix 1: Sample Performance Management and Development Policy

Relief Aid – Performance Management and Development Policy

Date of Policy Issue:
Issue Number:
Date of Policy Review:

1. Introduction
Relief Aid recognises that its impact on relief and suffering is directly dependent on the skills, talent and dedication of its staff. Fostering a culture which promotes accountability, continuous improvement and development is vital to enable our staff to deliver our mission whilst fulfilling their potential. Relief Aid’s performance management and development framework has been created to support managers and staff in achieving the greatest impact and the purpose of this policy is to ensure a shared understanding throughout the organisation of the performance management and development process, roles and responsibilities and expectations.

2. Scope
The broad principles of this policy, the mandatory activities of planning, developing, and reviewing individual performance and the annual performance management timetable apply to all staff employed by Relief Aid. Interpretation and implementation may vary to reflect local needs or length of contract within the spirit of the policy framework.

3. Roles and responsibilities

Senior Management Team:
• Ensuring that the policy is implemented consistently and in line with the principles throughout the organisation.

Line Managers:
• Implementing and adhering to the policy, principles and procedures.

HR:
• Monitoring, review and evaluation of the policy and its implementation.
• Supporting managers and staff in the interpretation and implementation of the policy through the provision of tools, training and guidance
• Advising on all aspects of performance management.

All staff:
• To participate in the process.
• To adhere to the policy and principles.
• Maintain confidentiality.

4. Performance Management Principles
Relief Aid’s performance management and development framework is based on the following principles which flow from and help us to live our values in the way we manage and develop our staff:
• The effective management of people is key to our success

* Fictitious agency
• There is a clear line of sight between individual and organisational accountabilities
• Underachievement is addressed immediately
• Performance is appraised and rated in terms of both objectives (‘What’) and skills and behaviours (‘How’)
• There is a fully collaborative environment where there is a two-way dialogue and agreement on the action needed to enhance performance

Relief Aid commits to ensure all staff have the tools, skills and authority they need to be successful in their jobs.

5. Performance management and development cycle
Performance management and development is a continuous process not a series of one-off isolated activities. However, there are four mandatory elements within the framework which all managers and their staff must undertake and which help us to move through an annual cycle of planning, developing, delivering, reviewing and learning.

5.1 Objective setting
It is important that we all know what is expected of us and how what we do contributes to achieving Relief Aid’s goals. You and your manager must agree what you will deliver and how you will deliver it at the beginning of the annual cycle (April) or at the beginning of your contract whichever is most appropriate. This agreement will outline the measures of success against which your performance will be monitored and reviewed during the forthcoming work period or contract. The agreed activities, deliverables and outputs may change as circumstances and priorities change throughout the year or employment contract, however, they will constitute a performance management contract between you and your manager for which you will be held accountable.

5.2 Performance development planning
You and your manager will identify the support and development required for you to achieve your agreed deliverables and a personal development plan will be created which outlines any training or other development required. Your manager will also detail the level of support that they can commit towards your development.

You and your manager will also discuss your longer term aims and, where practicable, appropriate support will be offered to help you prepare for your next career move.

5.3 On-going performance management and development support
You and your manager should agree how you want to work together on a day to day basis to ensure adequate communication, support and feedback. This should involve 1:1 meetings to review progress, plan and prioritise activities, follow up on training or other learning activities, check on workload and wellbeing more generally. These should be arranged at intervals which meet your support needs, but no less than once every month. If you work at a different location to your manager these can be telephone meetings.

5.4 Performance review
You and your manager must have a formal performance review either at the end of your contract as part of your debrief or in March as part of the annual cycle, whichever is appropriate to our circumstances. This is an opportunity to reflect on the contract period or the previous year, distil learning, identify areas for
improvements and celebrate successes. If your contract is ending you must still have a review to help you and your manager learn from the experience of working together and the project you have completed. Your manager will be asked whether they would recommend you for a future contract and, if so, what development needs you might have.

6. Performance management and development timetable

6.1 Staff on open-ended contracts
March – review performance from the previous year
April – agree performance contract and personal development plan
May/Feb – ongoing performance management and development activity

6.2 Staff on fixed term contracts
If your contract is for more than one year you should follow the timetable above. If your contract is for less than one year:
Induction – agree performance contract as part of induction. This may be based on the terms of reference or job description for the contract but must contain measures of success. Also identify performance development and support needs.
Throughout contract - ongoing performance management and development activity
End of contract debrief - to include a performance review

7. Record Keeping
Good record keeping is important so both parties have a record of the performance contract, to enable progress monitoring, and as a reference in the case of any disagreement.

Whilst not wishing to overburden staff with paperwork Relief Aid requires your and your manager to keep records of the following:
- Performance contract
- Performance development plan (a copy of which should be submitted to HR to feed into Relief Aid’s annual learning needs analysis)
- Performance review – signed and agreed by both parties.

8. Confidentiality and data protection
Relief Aid commits to abide by the UK data protection Act (where applicable) in relation to confidentiality of data. Only records that both you and your manager have shared will be kept on your personal file. These may include your performance contract, performance development plan and your performance review.
Access to the information will be limited as follows:
- You may access your personnel file on request
- Your manager and their manager and/or departmental director may access your performance review records
- HR may access your performance management data for monitoring purposes and for the purposes of providing an employment reference.

9. Dealing with poor performance and/or disagreements
Managing performance well and developing a relationship of mutual trust and confidence will prevent the need to resort to formal procedures. However, if, despite the management of performance as recommended, your performance is consistently below standard then it may be appropriate to refer to the disciplinary procedure to deal with that specific issue. Similarly, if you and your manager disagree about your performance review and the issue cannot be resolved informally together or via
mediation, the judgement of the manager’s manager will prevail. If you feel that you have been unfairly treated a grievance procedure may be instigated.

10. Support and training
All staff will receive training or similar orientation on the Relief Aid performance management framework during their induction.

The following tools are available to help you and your manager work effectively together:

- Relief Aid competencies framework
- Coaching support
- 360 degree feedback
- Peer support for managers
- Access to training and support materials on performance management skills e.g. setting objectives, feedback

For more information and specific advice and guidance on this policy and on performance management and development issues contact your HR business partner.

Organisations choose to place different emphasis on the various elements of performance management in their policies. To view a range of live policies and templates for objective setting, feedback collection or performance conversations please visit the Policy Bank online in the People In Aid member resource site.

http://www.peopleinaid.org/resources/policybank.aspx

More information on competencies can be found in “Practical Application of Competencies in Aid Work”, which can be purchased here

http://www.peopleinaid.org/resources/publications.aspx

A free report on Behaviours which lead to effective performance in humanitarian response can be downloaded here.


A study into performance management of International NGOs can be downloaded for free here

Appendix II: Sample Performance Management Record

Whilst wishing to be “light touch” regarding documentation we believe it is important to capture a minimum amount of information about the performance management process to help us to monitor and evaluate its effectiveness and evolve the system appropriately as we go forward.

The following represents the minimum documentation that must be completed by managers in relation to each of their staff members after the annual review and planning meeting.

1. Have all performance management development meetings taken place during the last twelve months (ie one planning meeting and 3 review meetings)?

   Yes ☐   No ☐   If NO please indicate why

2. Has performance over the last 12 months been fully satisfactory?

   Yes ☐   No ☐   If NO please indicate why and what steps you have both taken/are taking to address this

3. Training and development needs that have been identified and the actions taken and/or planned

4. Any specific career aspirations and actions taken and/or planned to help achieve these

5. Notable achievements over the last year (optional)
Appendix III: Sample Training and Development Needs

<table>
<thead>
<tr>
<th>Name:</th>
<th>Line Manager:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Date:</td>
</tr>
</tbody>
</table>

This section should detail any agreed training and development requirements for the forthcoming year. It should include training to improve overall job performance, personal or career development goals and any development related to key job competencies. It is important to remember that development does not just consist of attending a training course or workshop. It could also involve one or more the following:

- On the job coaching
- Mentoring
- Shadowing other staff
- Attachment to other departments
- Taking on new responsibilities
- Coaching others
- Project work or contributing to working parties
- Professional development
- Conferences, seminars
- Learning Resource Centre

**Personal Training and Development Plan**

<table>
<thead>
<tr>
<th>What does the job holder need or want to develop over the next 12 months?</th>
<th>Training and development solution (see below)</th>
<th>Target for Completion</th>
</tr>
</thead>
</table>

*Please consider the following training and development options when completing the above:*

**In-house Training courses**
A list of in-house training courses currently being run in response to business needs is attached. Please mark on the list which meet the T&D need identified above.

It may be that you have T&D needs which cannot currently be met by the in-house programme. If there is sufficient demand we will consider developing relevant training.

**Commercial Training Course**
BD Commercial Training run a range of modular courses at Worthing under the categories of Managing Organisations, Managing People, Banking & Finance, and Public Financial Management. Details of these courses are on the BD Commercial Training Website.

**External Courses/Professional Qualifications**
If suitable courses do not exist in-house and it is not feasible to develop a course, the training department will help source an appropriate external course of professional qualification. Please provide details above. All external courses should be booked through the Training Department to enable them to monitor and evaluate external providers as well as ensure your training record is kept up to date.

**Work-based Learning**
It might be appropriate to plan work-based activities to meet the identified T&D needs. Please outline any plans considering some of the suggested options shown at the start of this Training & Development form.
Appendix IV: Sample Performance Discussion Agreement

The purpose of this form is to allow Supervisors to document the information discussed and agreed at the performance discussion. It should be considered as a working document that is referred to and updated on a regular basis throughout the year.

DATE:  
TIME PERIOD:  
EMPLOYEE NAME:  
EMPLOYEE POSITION:  
SUPERVISOR:  

Reflecting on the past twelve months (end of year review) document the measures (evidence) to support the achievement of agreed outcomes.

<table>
<thead>
<tr>
<th>OUTCOME</th>
<th>AGREED MEASURE/S</th>
<th>EVIDENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td>(how have outcomes been achieved?)</td>
</tr>
<tr>
<td>2.</td>
<td></td>
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<td>3.</td>
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<td>4.</td>
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<td>5.</td>
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</tbody>
</table>
Consider the **coming** twelve month period. Identify a minimum of three and a maximum of five key outcomes to be achieved during the period. Also document how you will measure the achievement of these outcomes. Finally, identify and document any learning and development that may be required in order to support the achievement of these outcomes, and the timeframe for this to be progressed.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure/s to be used to define achievement of outcome</th>
<th>Learning and development and/or management support required?</th>
<th>By when?</th>
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<tbody>
<tr>
<td>1.</td>
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</table>

Optional: Outline any longer term career aspirations (i.e. beyond the next 12 months)

### Training Needs (Increment Criteria)

<table>
<thead>
<tr>
<th>TRAINING NEEDS REQUIRED TO ACHIEVE INCREMENT CRITERIA</th>
<th>TO BE FOLLOWED UP BY?</th>
<th>ANTICIPATED COMPLETION DATE OF TRAINING</th>
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</table>

Signed:  

Employee  

Supervisor
Appendix V: Sample Personal Action Plan

<table>
<thead>
<tr>
<th>Key Result Area:</th>
<th>My performance TARGET will have been achieved when:</th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
<th>J</th>
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Job holder and line manager to discuss and agree during performance review interview and review regularly during the year

*All targets must be Specific, Measurable, Attainable, Results-orientated and Time-phased (SMART)*